

## TOWN OF DAVIE TOWN COUNCIL AGENDA REPORT

**AGENDA DATE:** April 21, 2004

**TO:** Mayor and Councilmembers

**FROM/PHONE:** Mark Alan, Director of Human Resources Management (954) 797-1169

**PREPARED BY:** Mark Alan

**SUBJECT:** Town Administrator's Evaluation Format

**AFFECTED DISTRICT:** Not Applicable

**TITLE OF AGENDA ITEM:**

TOWN ADMINISTRATOR'S EVALUATION FORMAT

**REPORT IN BRIEF:**

The subject item has been agendized under New Business as Agenda Item 9.1 and concerns the consideration of a format for the Davie Town Council's evaluation of the Town Administrator's job-related performance.

Pursuant to Council direction following the dissemination, via the February 05, 2003, Town Council Agenda (Agenda Item #8.1), of a survey of sixteen (16) municipalities, the International City Management Association (ICMA), International Personnel Management Association (IPMA), and the Florida League of Cities regarding tools used by municipalities for the evaluation of their City Managers and the dissemination of six (6) examples of such tools, the Town Administrator's Performance Evaluation Instrument and procedure, hereto attached as Exhibit A, has been developed and is presented to Council for consideration.

It should be noted that elements of all six (6) of the previously mentioned examples as well as elements of the Florida Sterling Performance Improvement Program have been incorporated in this performance evaluation instrument.

If Council chooses to adopt the subject Town Administrator's Performance Evaluation Instrument and procedure, it is suggested that Councilmembers complete an independent, individual evaluation and prior to the actual evaluation session which may be agendized for the May 05, 2004, Town Council Meeting.

<b>PREVIOUS ACTIONS:</b>	None
<b>CONCURRENCES:</b>	Not Applicable
<b>FISCAL IMPACT:</b>	None

Has request been budgeted?	Not Applicable
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Account Name:	Not Applicable
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<b>RECOMMENDATIONS:</b>	Staff finds the Town Administrator's Performance Evaluation Instrument and procedure suitable for Council's Consideration.
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**Attachment(s):**

- Exhibit "A "

cc: Thomas J. Willi, Town Administrator  
Ken Cohen, Assistant Town Administrator  
Russell Muniz, Town Clerk

Agenda Item #: 9.1  
(Agenda Date: April 21, 2004)  
**Exhibit "A"**



## Town of Davie

### Department of Human Resources Management

6591 Orange Drive, Davie, Florida 33314-3399  
www.davie-fl.gov  
954.797.1100

## TOWN ADMINSTRATOR EVALUATION

This performance evaluation instrument provides the evaluator with the following five (5) point likert-type rating scale which is utilized to evaluate overall performance on fifty-one (51) individual items listed under four (4) separate categories. It should also be noted that the second category of the performance evaluation instrument contains three (3) subcategories.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Does Not Meet Expectations</b>		<b>Meets Expectations</b>		<b>Exceeds Expectations</b>

Job-related performance with regard to each individual listed item should be evaluate separately and assigned a whole number rating of 1, 2, 3, 4, or 5.

The evaluation should be completed by each Councilmember from the point of reference of his or her role as a member of the elected body representing the residents of the Town of Davie.

The evaluation should take into account the totality of job-related performance over the past year and not just the past month or a shorter duration of time.

The performance evaluation instrument includes a provision for an Overall Rating. An overall rating is a global rating. Therefore, in determining an overall rating, it is not recommended to “add up” the individual item ratings and arrive at an average rating, since individual items are not necessarily of equal weight with regard to importance and/or criticality.

The performance evaluation instrument includes provisions for written comments.

### Suggestions for Conducting the Actual Evaluation Session

1. Councilmembers should complete their individual evaluation forms independently and prior to the actual evaluation session.
2. The Town Administrator should complete a self-assessment using the same evaluation forms prior to the actual evaluation session.
3. The actual evaluation session should be conducted in a setting where there are as few interruptions as possible and where all participants are seated at the same level.
4. The Town Administrator should be present during the evaluation session.



# Town of Davie

## Department of Human Resources Management

6591 Orange Drive, Davie, Florida 33314-3399  
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### TOWN ADMINSTRATOR EVALUATION FORM

THOMAS J. WILLI

Use the following rating scale to evaluate overall performance on each individual item listed under each category:

1	2	3	4	5
<b>Does Not Meet Expectations</b>		<b>Meets Expectations</b>		<b>Exceeds Expectations</b>

#### Category 1: RELATIONS WITH GOVERNING BODY/PROVIDING INFORMATION

Item No.	Item	Rating
1	Keeps the Council informed in an appropriate and timely manner about matters critical to the Council's policy making role.	
2	Provides information on an equal basis to all Councilmembers.	
3	Anticipates and follows up promptly on Council requests for information or action without having to be reminded.	
4	Available to the Council on official business either personally or through designated subordinates.	
5	Reports departmental and staff activities to the Council in an appropriate and timely manner.	
6	Advises the Council of relevant legislation and developments in the area of public policy affecting the Town of Davie.	
7	Developed, or is in the process of developing, comprehensive understanding of the problems and issues existing in the Town of Davie.	
8	Considers all available alternatives before making recommendations to the Council.	
9	Anticipates, plans, and prioritizes future needs and programs recognizing the potential problems confronting the Town.	
10	Carrys out directives of the Council as a whole rather than those of any individual Councilmember.	

Comments:

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**TOWN OF DAVIE**  
**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**  
**Town Administrator Evaluation**

**Category 2: ORGANIZATIONAL RELATIONS**

**A. FISCAL MANAGEMENT**

Item No.	Item	Rating
1	Develops and administers a process of budget preparation and review which meets the requirements of the Town Charter, and expectations of the Council in its decision making role.	
2	Controls operational and capital costs through adequate budgetary controls and the judicious/economical utilization of manpower, material and equipment.	
3	Provides the Council with timely and sufficient reports on the financial status of the Town government in accordance with the Charter and requirements of the Council.	

*Comments:*

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**B. PERSONNEL MANAGEMENT**

Item No.	Item	Rating
1	Effectuates sound personnel selection and placement policies.	
2	Recruits and retains competent personnel for Town positions.	
3	Communicates organizational values, directions, and expectations.	
4	Creates an environment for organizational and employee learning.	
5	Motivates personnel through leadership and training so that they are increasingly effective in the performance of their duties, in achieving common goals and objectives, and in nurturing an attitude of courtesy, helpfulness, and sensitivity to the public.	
6	Promotes and supports the "public service role" for all Town employees emphasizing exemplary performance.	
7	Creates an environment that fosters and requires legal and ethical behavior.	
8	Assumes responsibility for staff performance.	
9	Treats all Town personnel in a fair and equitable manner.	
10	Organizes and manages work and jobs to promote cooperation, initiative, empowerment, innovation, and organizational culture.	
11	Motivates employees to develop and utilize their full potential.	

*Comments:*

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**TOWN OF DAVIE**  
**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**  
**Town Administrator Evaluation**

**Category 2: ORGANIZATIONAL RELATIONS (continued)**

**C: MANAGING THE ORGANIZATION**

Item No.	Item	Rating
1	Executes the policies adopted by the Council in a timely and appropriate fashion.	
2	Plans and executes organizational priorities in a manner reflective of the Town's stated mission and goals, and satisfactory to the Council.	
3	Analyzes organizational problems or issues and identifies causes, reasons, implications, and solutions employing all available technologies, systems and methods.	
4	Executes the short and long-term goals and objectives of the Town in a timely and effective manner.	
5	Communicates effectively, clearly, easily and to the point.	
6	Demonstrates sensitivity to the opinions and concerns of others in and outside the organization.	
7	Emphasizes the importance of teamwork and leadership in his/her relationship with the organization, and serves as a role model for personnel.	
8	Accepts new ideas and suggestions for change.	
9	Adapts to and deals effectively with unanticipated conditions and situations.	
10	Presents and utilizes innovative solutions to conditions and situations affecting the Town.	
11	Keeps informed on legislative issues that may affect the Town.	
12	Sets and deploys organizational values, short- and longer-term directions, and performance expectations.	
13	Creates an environment for empowerment, innovation, and organizational agility.	
14	Implements organization-wide strategic planning process.	
15	Selects, collects, aligns, and integrates data and information for tracking daily operations and for tracking overall organizational performance.	
16	Keeps data and information availability mechanisms, including software and hardware systems, current with organizational needs and directions.	
17	Capitalizes on the diverse ideas, cultures, and thinking of employees and the community with which the organization interacts.	
18	Addresses workplace health, safety, and security.	

*Comments:*

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**TOWN OF DAVIE**  
**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**  
**Town Administrator Evaluation**

**Category 3: RELATIONS WITH THE PUBLIC**

Item No.	Item	Rating
1	Handles disputes or complaints involving citizens in an effective, equitable, and timely manner.	
2	Makes himself/herself available and visible to the citizens of Davie in an appropriate manner.	
3	Presents Council policies and positions on issues to the citizens and Town organization accurately, equitable, and effectively.	
4	Directs sufficient public credit to the Council in its role as the Governing Body.	
5	Anticipates public concerns with current and future services, programs, and operations and prepare for these concerns in a proactive manner.	
6	Ensures workplace preparedness for emergencies or disasters and seeks to ensure organizational continuity for the benefit of citizens and employees.	

*Comments:*

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**Category 4: RELATIONS WITH OTHER GOVERNMENTS**

Item No.	Item	Rating
1	Deals effectively with other governmental agencies at all levels in representing the Town of Davie.	
2	Develops and administers an effective program of grantsmanship.	
3	Cooperates with neighboring communities and maintains open communications with other municipalities in areas that may affect or relate to the Town.	

*Comments:*

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**TOWN OF DAVIE**  
**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**  
**Town Administrator Evaluation**

**List any goals, achievements, objectives:**

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*Additional information/comments may be attached at the option of the evaluator.*

OVERALL RATING \_\_\_\_\_  
(Considering all items above)

Note: It is not recommended to “add up” the individual item ratings and arrive at an average rating.

\_\_\_\_\_  
Councilmember (Please Print)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date Evaluation Was Completed